Installation Management Command

IMCOM101: A review, March 2007

LTG Robert Wilson, Commanding General

~~**BG John A. Macdonald: Deputy Commanding General**~~

~~**Philip Sakowitz: Executive Director**~~

Our Mission: ***Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community***

Leading Change for Installation Excellence

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WHAT IS THE IMCOM?

New command (activated 24 Oct 06). Consolidates three organizations under a single command as a direct reporting unit: the former Installation Management Agency; the former Community and Family Support Center and the former Army Environmental Center.

New Structure

IMCOM
Commanded by LTG Robert Wilson
Deputy Commander: BG John A. Macdonald

Family and Morale, Welfare and Recreation Command
(former CFSC). Became a subordinate command of IMCOM.
Commanded by BG Belinda Pinckney

Army Environmental Command
(former AEC). Became a subordinate command of IMCOM. Commanded by COL Michael O'Keefe

IMCOM

- **Main headquarters: Arlington, Va.**
- **Regional offices: 6 worldwide**
  - **To become 5 region offices around year 2010 in accordance with BRAC 2005**

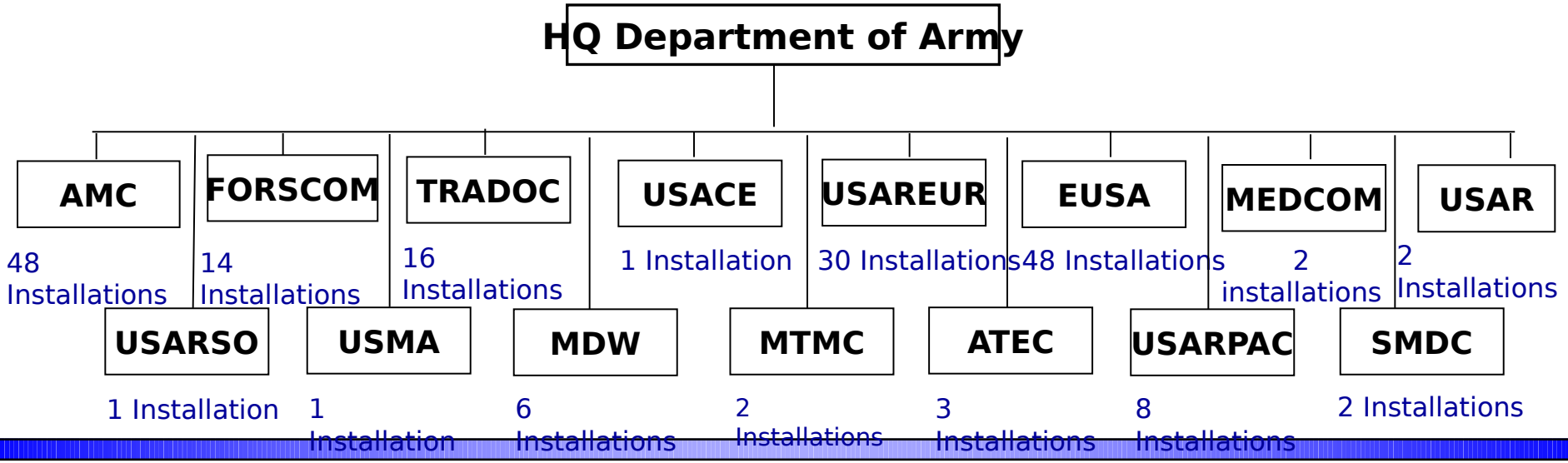
One organization.

- **Army installations IMCOM manages: 109 (out of the Army's total 154 installations)**
- **Workforce (military, civilian): About 74,000**
- **Budget: Approximately $12 billion**

STRUCTURE BEFORE CENTRALIZED INSTALLATION MANAGEMENT

- Major commands managed all installations before establishment of centralized installation management
  - **Installation services not predictable for Soldiers, families**
  - **No set standards for installations**
  - **Installations were "haves" or "have nots"**

Structure **before** centralized installation management:



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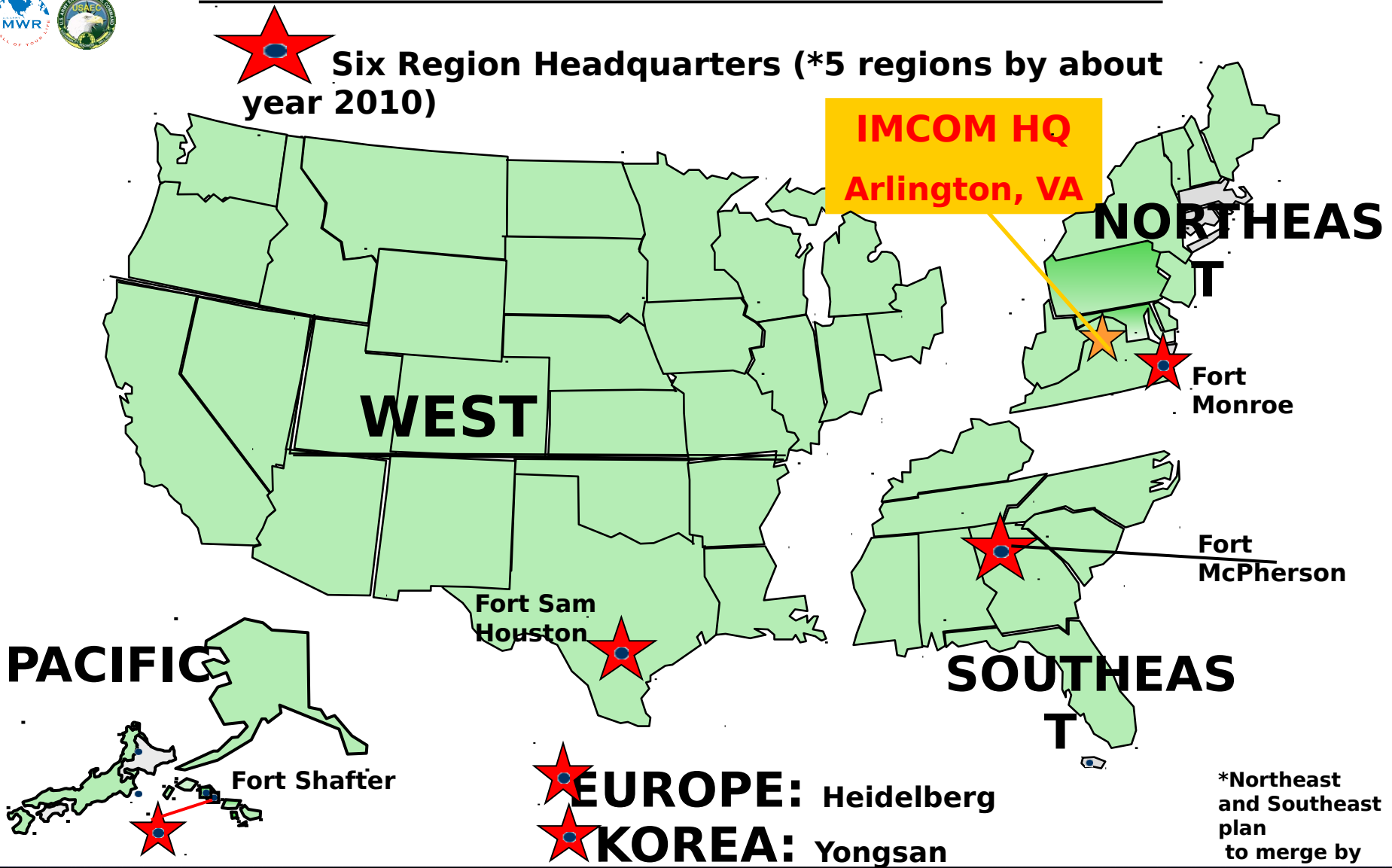
IMCOM TODAY: ONE ORGANIZATION



IMCOM'S KEY OBJECTIVES

- Enable mission commanders and Soldiers to focus on the war front
- Consolidate, strengthen, standardize installation support services and family and Morale, Welfare and Recreational (MWR) programs for Soldiers, families and authorized civilians to sustain well-being
- Work to match Soldiers' quality of life to quality of service they provide to the nation
- Execute "Business Improvement/Lean six Sigma" to maximize efficiency, effectiveness of services
- Improve Army's aging infrastructure, preserve environment, and ensure environmental and security regulations are followed
- Construct base housing and other structures, such as recreational facilities
- Assist Army transformation and the Army modular force
- Communicate IMCOM goals to key constituencies (internal, external audiences); incorporate feedback from installations into conflict/resolution plans

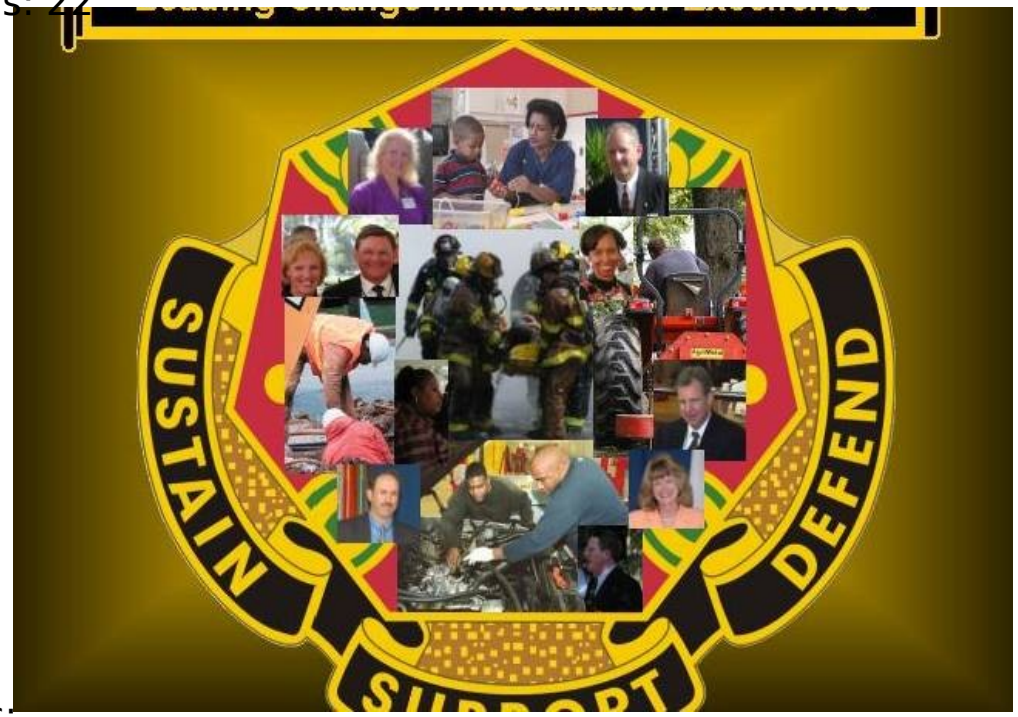
IMCOM's WORKFORCE

About: 73,700 workers, 256 geographical locations

- **Congressional-appropriated fund employees: 36,350**
  Occupations: 346+
  Career programs: 22

- **Military total: 2,930**
  COL Garrison Commanders: 51
  LTC Garrison Commanders: 30

(Military figures don't include data for Special, Reserve Component, and civilian-managed installations.)



- **Nonappropriated fund employees: 23,430**
  Morale, welfare, recreation occupations: 151

- **Local national workers outside continental US: 10,990**

Note: Most numbers are rounded off.

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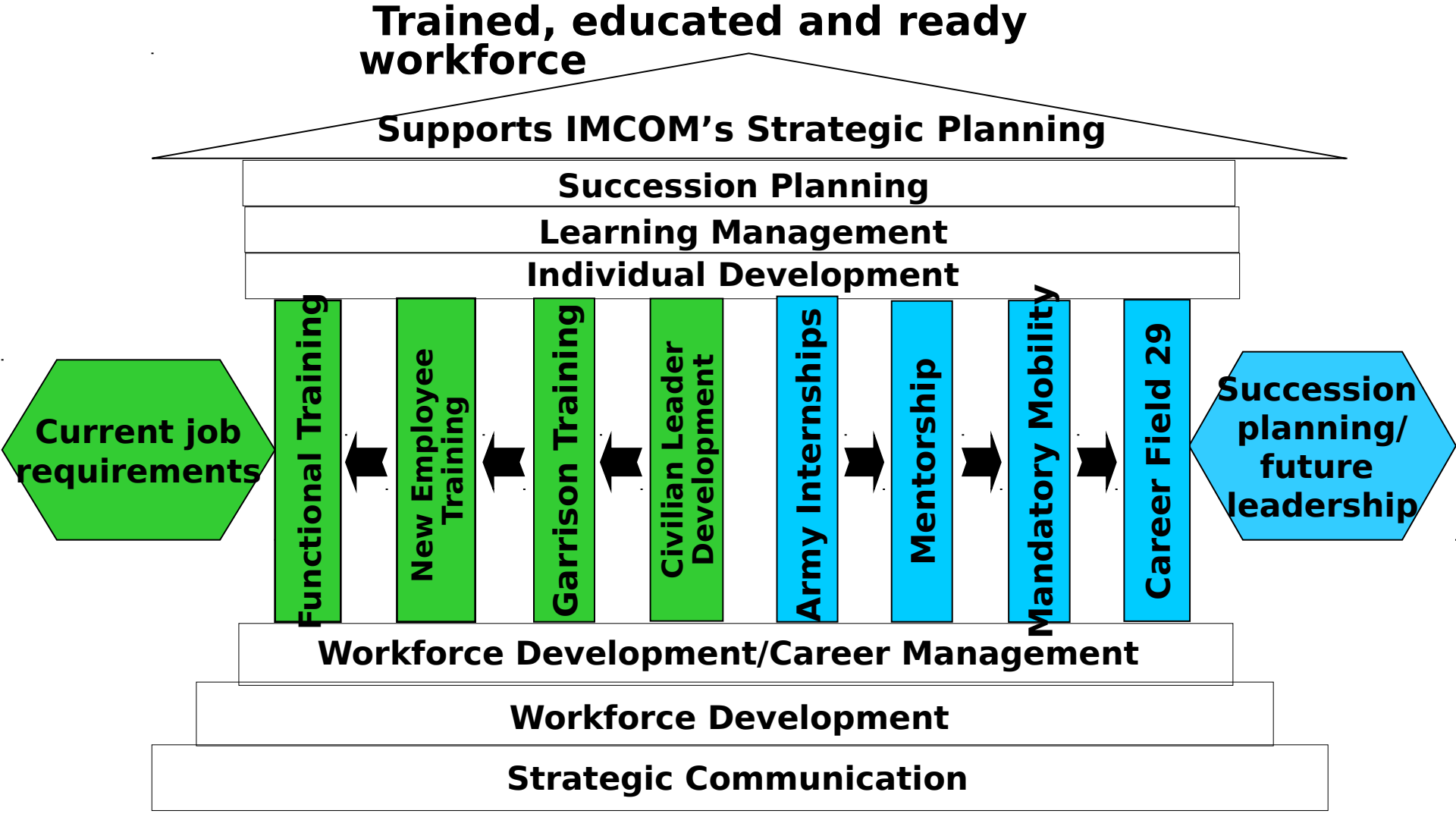
WORKFORCE DEVELOPMENT PROGRAM



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Task Force – Year of Manpower (YOM)

Objective:

- **Establish manpower requirements models**
- **Determine required levels for each garrison**
- **Adjust for BRAC, GDPR, AMF**
- **Live within Army decision on authorizations**

Model Development Timeline

	Svcs #	Description	February				March					April				May				June					July				August					September			
			2	9	16	23	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28
DPTMS	21	Instl Security																																			
	22	AT																																			
	302	Airfield OPS																																			
	30y	BCTC																																			
	304-07/30x	TNG/RG/TSC																																			
DPW	31-63*	DPW Services																																			
	64/66/67	ENV Svcs																																			
RSO	83	Religious SPT																																			
IRACO	94	INT Review																																			
Safety	95	Safety																																			
DOIM	15-19	DOIM																																			
PAO	84	PAO																																			
EEO	92	EEO																																			
PAIO	73	PAIO																																			
GC Staff	91	GC Staff																																			
DHR	7-8	MPD																																			
	9	ACES																																			
	14	Substance Abuse																																			
	17	Admin Svcs																																			
DMWR	10	ACS																																			
	11-13,51**	NAF SVCS																																			
SJA	80-82	SJA																																			
DRM	69/70/72	DRM																																			
DES	68/77/78	DES																																			
DOL	23-30	DOL SVCS																																			

*Less Service 51

** Represent all NAF service where models exist but no USAMAA validation is required

Output

- For each Garrison, for each SGO directorate:
  - Time phased manpower requirements
- For IMCOM-wide:
  - Time phased net changes in manpower requirements showing fluctuation
- Proposed resolution of the fluctuation
- For each Garrison, for each SGO directorate:
  - Time phased implementation of requirements

Outcome

- Right Service Level
- Right Cost
- Right Manning
- Right Time

IMCOM KEY INITIATIVES

INITIATIVE 1:

BUSINESS IMPROVEMENT – LEAN SIX SIGMA (LSS)

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WHAT IS LEAN SIX SIGMA? HOW WILL IMCOM BENEFIT?

- **LSS is part of the Army-wide Business Transformation (BT) initiative to review, improve business practices**
- **Combines principles of Lean – reducing non-value added activities – with methodology of Six Sigma – reducing variation to increase quality**
- **Engages and empowers employees to continuously improve process effectiveness and alignment to customer needs**
- **LSS will help installations:**
  - **Reduce costs**
  - **Fix problematic processes**
  - **Provide faster and better service to the customer**

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THREE-PRONGED APPROACH TO BI-LSS DEPLOYMENT

Approach Dimensions	***Description***
Enterprise	**Increased productivity from improved corporate service delivery business processes as result of LSS analysis/ integration of industry best practices and/or strategic sourcing opportunities**
Local ***HQ IMCOM/Region Offices/Garrisons***	**LSS Projects at Garrisons/Region Offices/HQ IMCOM based on local Opportunities for Improvement (OFI) in conjunction with performance analysis/other project identification methods**
Training	**Development and execution of an IMCOM-wide LSS training and awareness program**

Improved Business Processes
Continuous Performance Improvement

INITIATIVE 2:

INSTALLATION DESIGN STANDARDS (IDS)

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- **Purpose: Define standards for the following**
  - **Site planning**
  - **Buildings, landscaping, utilities**
  - **Vehicular and pedestrian circulation**
  - **Force protection**

- **Effects**
  - **Standardization and reliability**
  - **Cost-effectiveness and efficiency**
  - **Sense of community and sustainability**

INITIATIVE 3:

COMMON LEVELS OF SUPPORT (CLS)

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- **Purpose: Ensure consistent and predictable delivery of Base Operations Services through standards, measures and adequate resources within funds available to Army**

- **Benefits**
  - **Consistent: Services consistent yet tailored to unique mission, geography or personal needs**
  - **Predictable: Regardless of where Soldier, family or authorized civilian is transferred, they can count on quality services**
  - **Equitable: Balanced funding to Army garrisons**

CLS v3.0 PROVIDES FLEXIBILITY

- **Greater granularity in SSPs affordable for delivery on installations**
  - **Separates low priority components within SSPs from high priority components**
  - **Provides recommendation for divesting of low priority SSPs if needed**

- **Greater flexibility to fund SSPs at an appropriate level**
  - **Fund at an affordable level acceptable for the customer**
  - **Adjust SSP capability levels to meet customer need**

Service Support Programs (Notional 1 to N Order)	CL1-Green Service	CL2-Amber Service	CL3-Red Service
Service # 52 - SSP D	Army Standard	Fair	Marginal
Service # 10 - SSP J	Army Standard	Fair	Marginal
Service # 27 - SSP F	Army Standard	Fair	Marginal
Service # 25 - SSP B	Army Standard	Fair	Marginal
Service # 8 - SSP A	Army Standard	Fair	Marginal
Service # 54 - SSP C	Army Standard	Fair	Marginal
Service # 15 - SSP E	Army Standard	Fair	Marginal

What Should We Provide?

Divest?

How Much Should We Provide?

WHAT IMCOM MANAGES (SERVICE EXAMPLES)

- **583,000 Family and single housing (examples: owned, leased, privatized)**
- **98,000 Trainee barracks spaces (lodging not included)**
- **589 Recreational facilities, 57 golf courses**
- **124 Youth and teen centers, 108 general libraries**
- **43 Education centers (Army members; doesn't include high schools)**
- **367 Chapels**
- **4,800 Ranges, 10 battle command training centers**
- **28 Training support centers**
- **28 Airfields**
- **88 Official mail and distribution centers**

Note: Figures based on 2005 and 2006 estimates

Continued: WHAT IMCOM MANAGES

- 286 Operating Garrison Dining Facilities
- 65 Central Issue Facilities (CIF)
- 5 Clothing Initial Issue Points (CIIP)
- 2 CONUS Replacement Centers (CRC)
- 15 Individual Chemical Equipment Management program storage sites
- 33 Ammunition Supply Points (CONUS Only)
  - OPCON to AMC
- 6 Power generation platforms
- 7 Power Support Platforms
- 10 Power Projection Platforms
- About 25 automated logistics supply systems

INITIATIVE 4:

FAMILY AND MORALE, WELFARE AND RECREATION (MWR) PROGRAMS

DEVELOP AND SUPPORT 'FIRST CHOICE' FAMILY AND MWR PROGRAMS

- Develop and formulate plans, strategies, standards to achieve "First Choice" Family and MWR programs to support the theme, "MWR For All of Your Life"
- Perform HQDA Executive Control and Essential Command Supervision functions for MWR, Lodging, and Family Programs
- Support commanders in implementing Army's Family and MWR Programs
- Support Army-wide directed initiatives, such as Uniform Funding and Management (UFM) and Sexual Assault Prevention and Response program
- Act as single source for operation and management of selected MWR activities, i.e., Armed Forces Recreation Centers, Army Recreation Machine Program, World Class Athlete Program, U.S. Army Soldier Show

INITIATIVE 5:

STANDARD GARRISON ORGANIZATION (SGO)

STANDARD GARRISON ORGANIZATION (SGO)

- **Purpose:**
  - **Provide garrison structure with consistent functions, names and processes across all installations**
  - **Provide common platform to deliver services with common standards**

- **Benefits:**
  - **Soldiers, families depend on similar garrison organizations and services at every base**
    - **Go to same office, installation to installation, for ervices**
  - **Army directs resources equitably across garrisons**
  - **Best business practices uniformly implemented as standard operation procedures**

INITIATIVE 6:

ENVIRONMENTAL MANAGEMENT

THE ENVIRONMENT

- **Installations face considerable challenges managing the interdependence of their missions, community partnerships and environmental needs**

- **Key topics:**
  - **The triple bottom line of the Army's Strategy for the Environment**
  - **Sustainability as a business transformation process**
  - **Environmental resources as mission enablers rather than mission constraints**
  - **Holistic approach to sustainability incorporates all facets of installation operations to reduce the footprint of the Army**

THE ENVIRONMENT

Managing interdependence of mission, community, environment

Noise

Clean air and water

Hazardous waste

Plus operational concerns: Erosion, safety, health, environmental quality, etc…

Safe drinking water

Munitions regulation

Frequency allocation

Endangered species/ critical habitat

Cultural Resources

Airspace

Urbanization and other land use encroachment

ENVIRONMENTAL RESPONSIBILITIES

IMCOM's 109 installations reflect the full spectrum of the Army's environmental sustainability challenges

Responsibility by the numbers:

	Total Army	IMCOM	
Acres	14 million	13.2 million	
Archeological sites	68,960	60,609	
Buildings over 50 years old	56,000		44,000
(Subject to Nat'l Historic Preservation Act)			
Endangered species	232	190	
Environmental permits	2,162	1,076	
Restoration sites	13,420	12,657	
Ranges	11,100	7,321	

Note: Figures are approximate

INITIATIVE 7:

ARMY TRANSFORMATION

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BASE REALIGNMENT AND CLOSURE (BRAC)

- **What is BRAC 2005? A process to decrease excess infrastructure and realign/posture forces onto military installations that can best support the training/operational readiness of the Army**
- **IMCOM's function**
  - **Lead and manage the planning and execution of BRAC**
  - **Assist Army Commands in implementation**
  - **Develop implementation plans**
  - **Continue to manage Army Stationing during BRAC**
  - **Reorganize IMCOM into 2 Continental U.S. regions (East and West) during BRAC implementation for the Army**
  - **Realign IMCOM HQ to Fort Sam Houston in San Antonio, Texas**

STATIONING

- **Concurrent with fighting a Global War on Terrorism, the Army is undergoing a significant reorganization**
- **Overall impact:**
  - **Reconfiguring fighting forces into modularized rapid response units**
  - **Returning forces from Germany and Korea to the U.S.**
  - **Rebalancing mix of active and reserve component units**

INSTALLATIONS CRITICAL TO SUCCESS

- The readiness and quality of life for the Army is dependent
  on installations where:
  - Soldiers train for war
  - Soldiers and their families establish homes and live
  - Soldiers depart for and return from contingency operations

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What Have We Done So Far

- **Moved about 80,000 civilians and military members from 15 land-owning MACOMs to Single Agency**
- **Purchased and delivered $13.5M of MWR equipment in support of OIF/OEF**
- **Brokered repair/rehabilitation of over 64,000 pieces of critical equipment from units returning from Iraq & Afghanistan**
- **In 2003/2004 mobilized and demobilized 500,000 soldiers, equivalent to 12 Normandy invasions**
- **4,000 MPs freed to fighting force, replaced with contract guards**
- **3,500 Military-to-Civilian conversions**
- **Established LNO position for the National Guard**
- **Developed corporate management process to continuously assess, measure, improve operational performance**
- **Discipline the programming, budgeting, and execution of resources and fully understand real cost to manage installations**
- **FY06 - 1st year Active Duty SRM fully executed with no migration to BASOPS**
- **Developed IMCOM on-line to track & analyze programming & execution of dollars (basis of GFEBs)**

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Continued (What We Have Done)

- **Executed Contract Security Guard Program, freeing up 4,000 Soldiers (5 Battalions worth) from installation gate guard duty**
- **Completed 2 strategic sourcing efforts, 3 are underway, 5 planned for FY07.**
- **Negotiated IMCOM-wide contracts to support individual garrison A-76 competitions; saved $10M annually on Wireless Communications; and saved $879K on Aerobic Fitness Equipment**
- **Leadership commitment and action to develop the workforce and future installation managers**
- **Central selection and placement of GS 15 and SES key management positions**
  - **IMCOM has 22 of 29 career fields working in the command**
- **Assumed control of Medical Holdovers, providing life support facilities and base ops support to approximately 18,000 Reserve Component Soldiers, returning 83% to duty**
- **Executed a $252M Barracks Improvement Program, improving living conditions for 40,000 Soldiers on 29 installations**
- **FY06 AMF & RM Projects**
- **On track to complete 147 Training Barracks Improvement projects, benefiting 86,000 trainees annually with a $2.4B funded plan over the next four years**

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Continued (What We Have Done)

- **Continue to develop and refine Common Levels of Support – v2.0 to v3.0**
- **Continue to improve and implement a Standard Garrison Organization in April 07 for FY08 – operate from a common platform**
- **Developed Installation Design Standards – being implemented today**
- **Initiated business process redesign and enterprise management solution**
- **Support and focus on implementation of Lean Six Sigma, training over 170 Green Belts and conducting Executive Awareness training for 115 senior IMCOM leaders, and launching over 150 LSS projects (60% of Army's projects are IMCOM)**
  - **HQ IMCOM RIF approval process/Consolidate publications/MWR overhead/ Fort Eustis IT services**
  - **Concluded and fully implemented 13 competitive sourcing competitions resulting in $38M in annual savings**
- **Continuous focus and support of BRAC, GDP, and the Army Modular Force**
- **Working details of restationing in coordination with Senior Mission Commanders**

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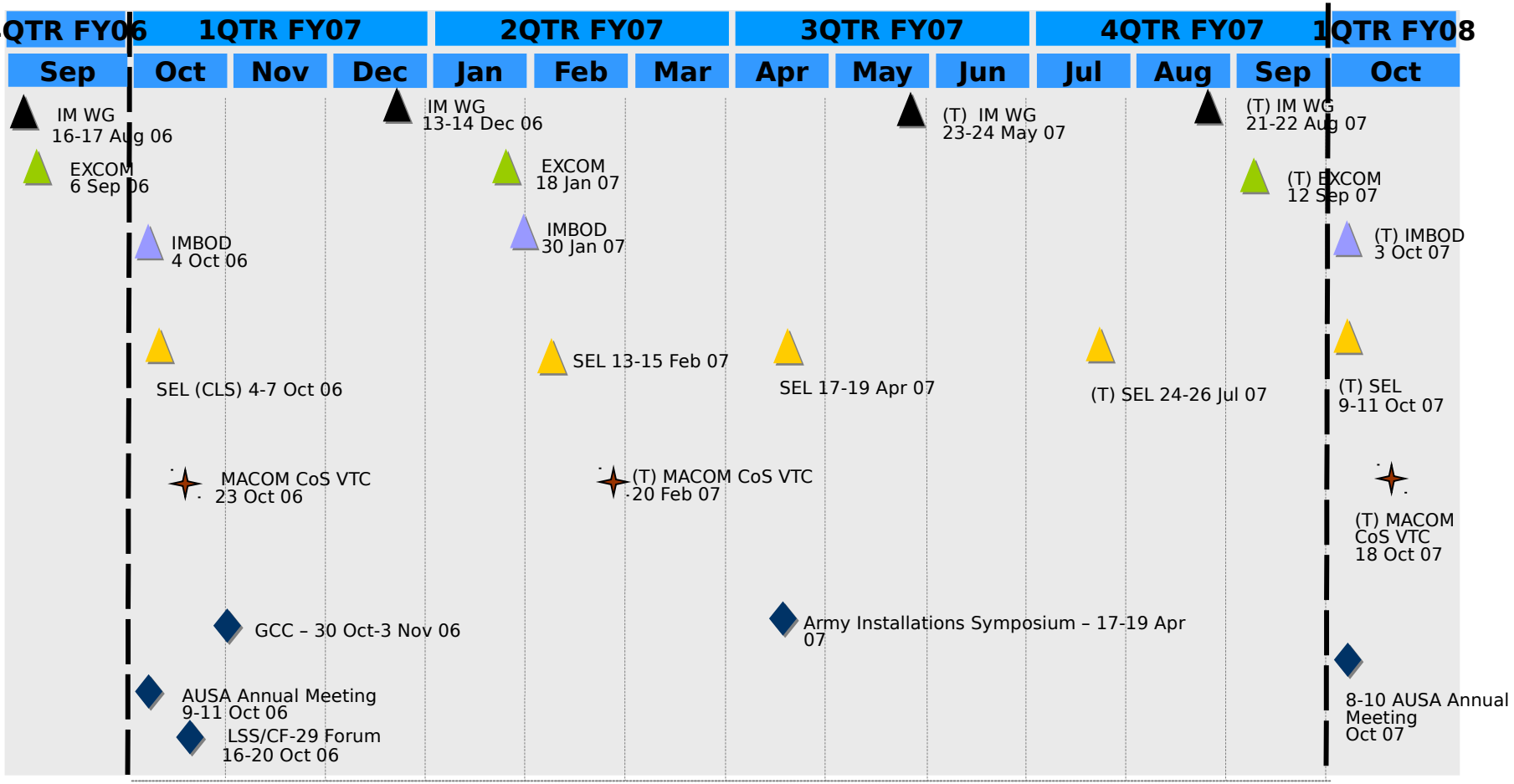
PRIORITIES

- **Base Support Funding** (Support shortfalls: Efficiencies & Economies of Scale; privatization; divestiture)
- **GWOT support** (Vigilance, investment to project power and support huge mobilization loads with “Flagship” installations)
- **GDPR** (Global Defense Posture Realignment – Prepare CONUS installations to receive up to 80k more Soldiers BRAC 2005: Execute BRAC law on time)
- **Medical Holdovers** (Potential for much greater demand on installations as more wounded return from Operation Iraq Freedom and Operation Enduring Freedom)
- **Initial entry training support** (Preparing training base for 30k end-strength surge)
- **Uniform funding and management** (Transition MWR workforce to 100% NAF employees beginning 1 Oct 05)

IMCOM GENERAL BATTLE RHYTHM – FY07



END OF BRIEF

INSTALLATION MANAGEMENT COMMAND

"Sustain, Support and Defend"

BACK UP SLIDES

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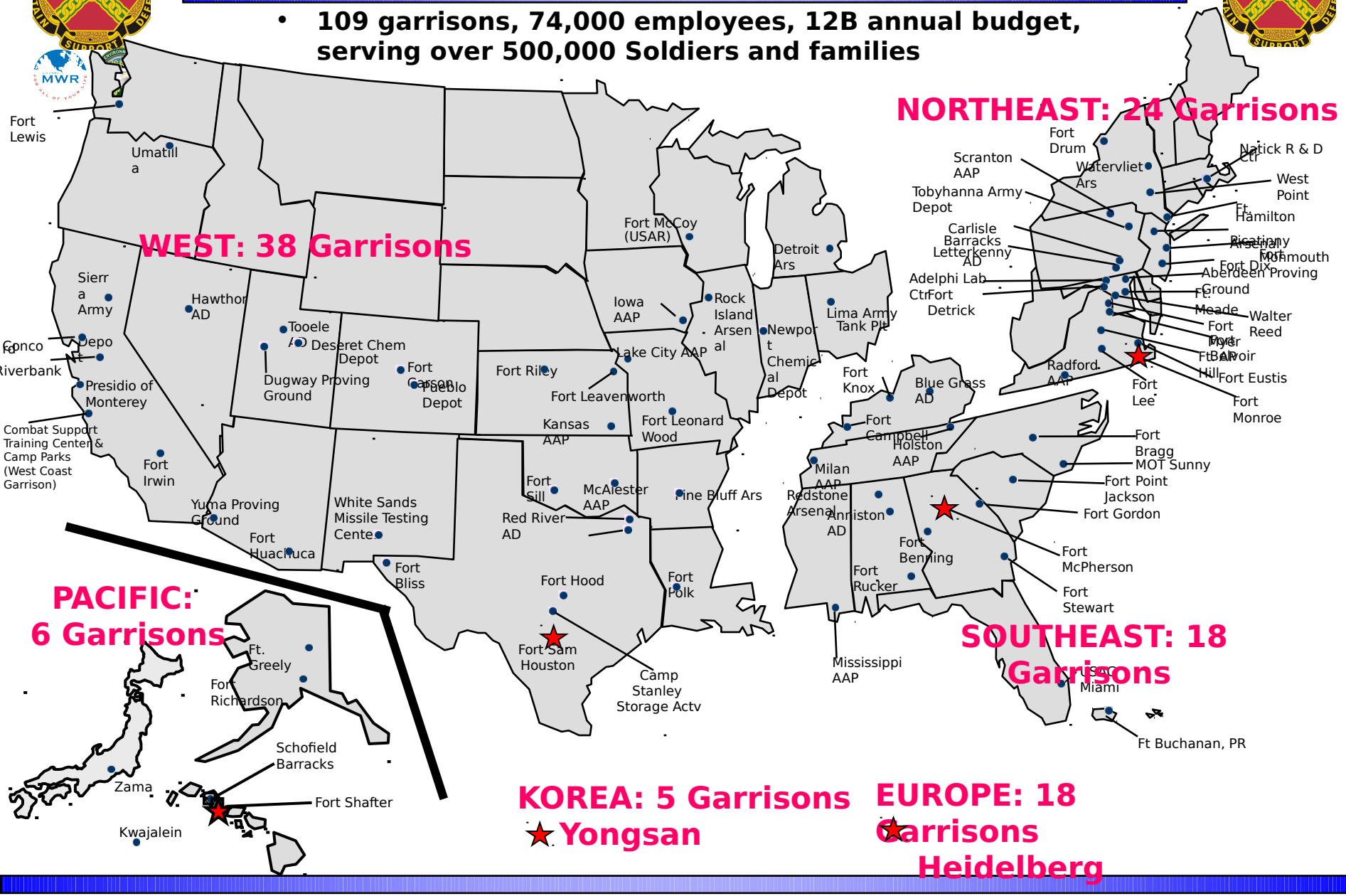
★ = Region HQs

- 109 garrisons, 74,000 employees, 12B annual budget, serving over 500,000 Soldiers and families



Note: Map as of March 2007